



**U.S. Army Corps of Engineers
South Pacific Division**

CUSTOMER OUTREACH PLAN



*"Reaching Out To
Serve Our Customers"*

02 APRIL 1998

FOREWORD

This South Pacific Division Customer Outreach Plan outlines a balanced, direct, and organized approach for reaching out to our customers, determining their needs, and moving to meet these needs. More importantly, it embodies our philosophy on how we will build enduring business relationships with our customers.

*Our customer outreach philosophy is simple. We want to achieve a **preferred provider status** with our customers. More simply put, we want our customers to call upon us to solve their engineering-related problems—together. How will we do this? We will build our business relationship with them. We will **meet with them often, listen to their needs**, and then work with them as partners to meet their needs. We want to let the customer know that we can bring any asset from within SPD and the Corps for their use. We will be their “one door to the Corps.”*

One of the key tools to building successful business relationships with customers is our customer account managers and teams. These teams are charged with knowing and understanding our customers’ business needs. Again, success comes with listening, asking, and informing through frequent face-to-face, telephonic, and electronic contact. By continuing to emphasize only our capabilities, we miss opportunities. By listening and asking questions, we build trust and credibility, and gain insights into where customer needs are being driven—now and in the future.

In addition to getting us to focus more on the customer needs, this plan enables our SPD outreach team to implement our Division Campaign Plan, while achieving the USACE Strategic Goal 2—“Seek Growth Opportunities.” Together, as one Corps team, we have a customer outreach plan that works to serve the Army and Nation, while enhancing our core capabilities now and in the future.

Reaching out to serve our customers - Professionally done through teamwork!

J. RICHARD CAPKA

Brigadier General, U.S. Army
Commanding

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EXECUTIVE SUMMARY

The South Pacific Division (SPD) Customer Outreach Plan is designed to be a balanced, direct, and organized approach to determining our customers' needs and moving to meet those needs. This approach helps us to achieve two major objectives. First, we will be more able to frame our core competencies to address the business and customer environment we face today in order to fully serve our customers tomorrow. Second, we will be able to sustain a diversified customer portfolio that enables us to serve the Army and the nation in peace and throughout all-hazards.

Our situation analysis describes where we are today with regard to our Civil Works; Military Programs; hazardous, toxic, and radiological waste; and reimbursable workloads—and where we want to be by FY 2002. It is our intent to not only increase the level of customer service and satisfaction throughout our SPD district areas of operations but also advance our entire work outlook through a specific goal—sustain a total annual workload of \$1.2B by FY 2002.

SPD has constructed four strategies for achieving this goal. The first three strategies focus on actions external to the division, while the fourth strategy is focused internally. The strategies are to:

- ◆ Forge partnerships with strategic customers.
- ◆ Cultivate and grow opportunities with existing customers.
- ◆ Seek and pursue opportunities with prospects.
- ◆ Establish SPD internal outreach process and procedures.

This SPD Outreach Plan recognizes the resource constraints of a customer outreach program. Thus, we have established three echelons of customers that influence our customer strategies—strategic, existing, and prospects (potential customers). The highest level of focus is maintained on **strategic customers** who are extremely important to the future of SPD. These strategic customers—CALFED, EPA, BOP, INS, Army/Air Force MACOMS, Navajo Nations, and others—are critical to our success and thus receive a large portion of time and attention from account managers and their respective teams. **Existing customers** and **prospects** are highly important to our future success as well, and these customers' needs and interests are also gathered and shepherded by customer account managers.

One key to successfully implementing our customer outreach strategies is the establishment of **customer account managers and their teams**. High value is placed on the personal service approach to doing business with customers in the SPD area of operations. Each strategic customer will have an account manager who is that customer's "door to the Corps." The account managers work to ensure total customer delight (a level beyond customer satisfaction) by listening to customers' needs, asking questions to assure full understanding, and informing the customers of any Corps capabilities that can satisfy their requirements. Critical to success is the use of SPD customer account teams made up of representatives from throughout SPD who work in a cooperative and team-based work setting. SPD customer account teams develop and maintain customer account plans that provide strategies and tactics on how to specifically enhance business relationships with customers.

EXECUTIVE SUMMARY

Ultimately, the success of our SPD Customer Outreach Plan is dependent on our ability to implement the fourth strategy—develop SPD’s internal outreach process and procedures. Four major internal outreach actions are critical to the success of our outreach plan:

- ◆ Establish and resource the SPD Customer Outreach team.
- ◆ Obtain commitment and support of senior staff and leadership.
- ◆ Develop and use consistent customer account team tools and techniques.
- ◆ Provide appropriate outreach skills training for all SPD employees.

Using this plan as a roadmap to customer outreach opportunities, combined with business development training and leadership support, SPD will successfully establish meaningful dialogue with customers. This will allow us to determine customer needs, inform about Corps capabilities, and begin developing long-term business relationships that benefit all.

INTRODUCTION

WHAT IS THE PURPOSE OF THIS CUSTOMER OUTREACH PLAN? This outreach plan provides a roadmap for how SPD will build long-term business relationships with its customers. The plan addresses three tiers of customers—strategic (current customers critical to SPD’s success), existing (important, but not strategic, current customers), and prospects (potential customers). Sustaining and expanding the range of products and services to our current customers is our primary pathway. This plan also charts our intent to extend the same benefits to potential customers.

WHAT IS CUSTOMER OUTREACH AND WHY DO IT? Customer outreach is determining the needs of our current and potential customers and moving SPD and Corps capabilities to meet these needs. The rationale for the Corps to conduct customer outreach is summarized in the following key points:

- ◆ **Changing Customer Needs** — Changing demographics, technology, life styles, and changing customer requirements all contribute to the need to reach out to the customer.
- ◆ **Slow Growth of Traditional Corps Programs** — Projected Civil Works and Military Programs workload trends for the next five years show a decline in traditional workload.
- ◆ **New and Emerging Opportunities** — Downsizing is causing other agencies to give up nontraditional competencies such as engineering- and construction-related services.
- ◆ **An Expanding Competitive Environment** — Customers who were once “captive” are now shopping for the best value; educating customers on our value is an outreach objective.
- ◆ **Corps Strategic Vision and Goals** — “Seek Growth Opportunities” is one of the goals of the CORPS PLUS strategy; customer outreach is one approach to achieving that goal.
- ◆ **Customer Satisfaction** — Customer satisfaction is achieved by developing better business relationships with customers—through outreach.

WHAT ARE THE BENEFITS TO SPD? The benefits of customer outreach for SPD include:

- ◆ **Allows Flexibility to Move to New Markets, Products, and Services to Meet Customer Needs** — Anticipating, knowing of, and preparing for changes in customer needs and demands are benefits of customer outreach.
- ◆ **Creates a Diverse, Sustainable, Customer Base** — Customer outreach plants the seeds of a sustainable customer portfolio that can be harvested in the future to ensure the viability of SPD as a national engineering asset.
- ◆ **Maintains and Enhances Problem-Solving Competencies** — For present and future customers.
- ◆ **Makes SPD Quicker, Better, More Economical** — Customers want a quality product, delivered on time and within budget—SPD does it; outreach perpetuates it.
- ◆ **Takes Action on Corps and SPD Goals and Substrategies** — Customer outreach is one tool that implements and supports USACE strategic goals.
- ◆ **Satisfied Customers Are Return SPD Customers** — Organizing around customers to meet their needs is the foundation of customer satisfaction and outreach.

HOW DID SPD PUT THIS CUSTOMER OUTREACH PLAN TOGETHER? The foundation of this customer outreach plan was laid by several SPD strategic planning groups tasked to chart future SPD direction. This plan is a culmination of those efforts.

- ◆ **SPD Strategic Planning Efforts** — Three major strategic planning efforts were used by this plan—SPD Outreach Action Plan (May 97), SPD Campaign Plan-Strategy Support Team 4 (Apr 97), SPD Business Plan-Outreach Goals (Oct 97).
- ◆ **SPD Partnership with SMI** — Late in FY97, SPD created a partnership with the Strategic Management and Innovations Division (formerly ESSC) to assist us in focusing our efforts on customer outreach.
- ◆ **Interviews and Data Collection** — During October and November 1997, SMI conducted initial interviews with several SPD personnel to determine the intended direction of customer outreach.
- ◆ **SPD Customer Outreach Plan Workshop** — The previous efforts culminated in a customer outreach workshop during the week of 8 Dec 97; representatives from throughout SPD met to put together this outreach plan.

INTRODUCTION

ASSUMPTIONS OF THIS PLAN. This plan is:

- ◆ Regional in nature; focus is on federal, DOD, CW, and other regional customers.
- ◆ Designed to cover a near-term window of 1 to 2 years.
- ◆ Intended to be worked in progress and subject to frequent changes.
- ◆ Formatted to be concise and easy to read.
- ◆ Complemented with definitions and abbreviations located in appendices.
- ◆ Built to correlate with other regional and national USACE customer outreach initiatives.
- ◆ Supported by the philosophy that the private sector is a direct beneficiary of outreach.
- ◆ Updated regularly (every 6 months)

LINKAGE. This plan recognizes recent and ongoing SPD and USACE outreach and strategic initiatives, some of which are listed below. These initiatives not only influence the direction of this plan, but also provide supporting data and taskings from which to build this customer outreach plan.

- ◆ Chief of Engineers Vision, Goals, and Strategies, 14 February 1997
- ◆ 1996 and 1997 USACE Senior Leaders Conference Workshops and Proceedings, Undated
- ◆ 1997 USACE Scenario Based Strategic Planning, 17 October 1997
- ◆ 1997 South Pacific Division "Corps Plus" Campaign Plan, 11 April 1997
- ◆ 1997 South Pacific Division Outreach Action Plan, 15 May 1997
- ◆ 1997 South Pacific Division Business Plan, October 1997

HOW DOES THIS PLAN FIT INTO THE SPD CUSTOMER OUTREACH PROGRAM? This plan is only one part of an ongoing SPD Customer Outreach Program designed in cooperation with SMI to bring customer business development to the forefront of daily operations. As depicted below, SPD is currently engaged in outreach strategic planning. In the upcoming months, SPD will be trained in position and relationship building. Once trained, SPD customer account representatives will prepare to contact customers to discuss their needs and move to meet those needs.

Business Development Process



ORGANIZATION OF THE PLAN. This plan is divided into three major sections:

- ◆ Introduction — Orients the reader to the format, organization, and purpose of plan.
- ◆ Situation Assessment — Discusses the current state of our business and goal for the future.
- ◆ Program Development — Sets four specific outreach strategies to achieve our goal.

SITUATION ASSESSMENT

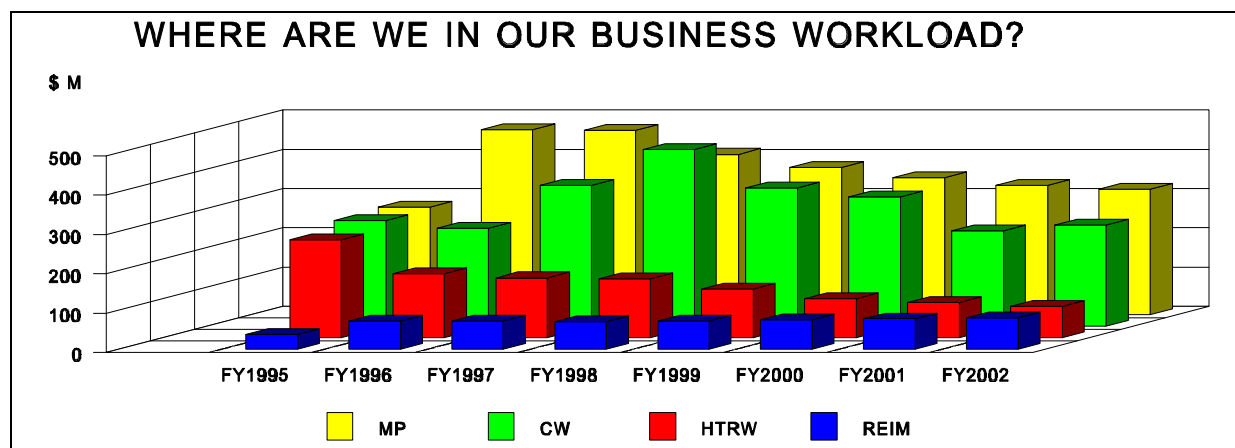
SPD'S SITUATION ASSESSMENT. A situation assessment is the beginning point of the customer outreach plan. It takes a look at an organization's **present** position within the marketplace and with its customers. We at SPD must assess our current business and customer environment so that we can chart a successful path into the **future**. Many elements can be included in a situation assessment; this plan examines four major elements:

- ◆ Our business mission and core competencies
- ◆ Current and projected workload
- ◆ Strengths, weaknesses, and competitive environment
- ◆ Opportunities and threats

WHAT BUSINESS ARE WE IN AND WHAT ARE OUR COMPETENCIES? SPD provides engineering, real estate, environmental, construction management, and related services to support the Army, build the nation's infrastructure, and support other agencies. Our customers look to us to bring to the table some unique competencies found nowhere else in the marketplace. These competencies give us a strategic competitive advantage; we are able to:

- ◆ Facilitate and broker cooperative arrangements among multiple constituencies.
- ◆ Assemble expandable, multidisciplinary technical teams.
- ◆ Bring and create unique federal funding instruments to the table.
- ◆ Impart integrity, impartiality, and honesty into complex operations and public policy.
- ◆ Respond quickly to all-hazards through a world-wide organization.
- ◆ Provide full life-cycle project services--from R&D through shutdown and cleanup.

WHERE ARE WE (BUSINESS WORKLOAD)? The chart below provides a snapshot of past, current, and projected SPD business workload. Our FY98 division CW, MP, HTRW, and Reimbursable workload (seen in the fourth column below) is our starting point. Future project workloads show that all major programs are in a gradual decline. Our reimbursable workload is projected to stay level and, if pursued,



should increase over the next five years.

WHAT IS OUR BUSINESS GOAL? Our SPD business goal is multifaceted. Improving our customer satisfaction and customer relationships throughout the SPD area of operations is important. However, sustaining a total annual workload of \$1.2B by FY02 is central to this goal. SPD Outreach Workshop Plan participants set this goal based on data gathered and supplied by workshop participants. The four major objectives of this goal are the placements of \$400M in MP work, \$400M in CW work, \$250M in HTRW work, and \$150M in SFO/WFO work by FY02. Our customer outreach program strategies address how to achieve this goal.

SITUATION ASSESSMENT

~~Our Strengths and Weaknesses~~

Better Customer Service Builds Upon SPD Strengths and Ameliorating Weaknesses

STRENGTHS

- _ quality work
- _ crisis response capability
- _ not-for-profit agency
- _ location, geo-proximity
- _ professionalism
- _ congressional/regulatory interface
- _ healthy customer base
- _ wealth of experience and skills
- _ diverse workload
- _ large toolkit
- _ mission oriented
- _ positioned in a high growth area
- _ customer receptive
- _ build expertise quickly
- _ biased for quick action
- _ public-private partnership
- _ honest broker

- _ accountability doesn't match authority
- _ continual water policy exceptions
- _ can't warranty or guarantee our work

WEAKNESSES

- _ structure that resists change
- _ need more O&M tools
- _ reluctant to discipline unproductive employees
- _ poor standing within executive branch
- _ stove pipe mentality
- _ productive staff quickly burns out
- _ centralized decision making
- _ message sent not always message received
- _ don't listen to customers
- _ bureaucratic--too many rules
- _ no corporate business plan
- _ losing experienced personnel
- _ too costly, too slow, too inflexible
- _ inconsistent budget rules for money carry-over

OUR STRENGTHS AND WEAKNESSES. Effectively communicating with our customers requires an honest assessment of internal SPD strengths and weaknesses.

◆ **Build on Strengths.** SPD and the Corps possess many strengths that customers value. We have identified a list of strengths to utilize when cultivating relationships with our existing and potential customers. These strengths are listed above.

◆ **Work to Minimize Weaknesses.** We recognize that our weaknesses—whether real or perceived—impede cultivating good customer care. Recognition, however, is not enough. Unless customers recognize a real attempt to ameliorate weaknesses—such as cost of doing business or bureaucratic procedures—they will not continue to do business with SPD or the Corps.

OUR COMPETITIVE ENVIRONMENT. SPD conducts business in an extremely competitive environment.

◆ **Position Assessment.** In many cases, we are viewed simply as a commodity supplier (common provider of goods and services) as opposed to a preferred provider of engineering-related services. Our competitors have created partnerships between some agencies that force us to heavily examine the probability of success options. GSA with DOJ and BIA, National Park Service with the Denver Federal Center, USGS with state Departments of Natural Resources and Environment are some examples of existing competitive partnerships in the SPD area of operations.

◆ **Competitive Tiers.** SPD's competitive environment is composed primarily of three major groups—Department of Defense, federal, and state agencies. BuRec, USGS, DOT, GSA, NRCS, FEMA, and NOAA offer the bulk of competition from the federal sector. NAVFACENGCOM and AFCEE are keen competitors for military installation support services. State Departments of Natural and Water Resource Management provide the majority of state level competition. The presence of these and other competitors is beneficial to SPD because it stimulates a greater concern for customer care. It also serves to ensure that each project is cost effective and timely. Ultimately it allows us to

learn from our competitors' strengths as well as their weaknesses.

Outreach Opportunities

Major Market Segments Considered to Be Fruitful Near-Term Opportunities

※ HIGH LIKELIHOOD OF SUCCESS

- _ Environmental Restoration (habitat)
- _ HTRW
- _ Unexploded Ordinance (UXO) Removal
- _ O&M Construction and Design
- _ Independent Problem Solving (Planning)
- _ Levee Restoration
- _ Life Cycle Project Management (LCPM)
- _ Vertical Construction
- _ Creative Multiparty Coalition Financing Packages

※ GOOD LIKELIHOOD OF SUCCESS

- _ Contracting Toolbox
- _ Coastal Engineering
- _ Acid Mining Cleanup
- _ Environmental Documentation/Cleanup
- _ Engineering Technical Services (Dam Safety, Value Engineering)
- _ Real Estate Services
- _ Decision Document Preparation
- _ Reconstruction/Rehabilitation of Dams

※ FAIR LIKELIHOOD OF SUCCESS

- _ Dam Demolition
- _ Transportation Infrastructure
- _ Space Program
- _ Veterans Administration Infrastructure Support

OUTREACH OPPORTUNITIES. SPD market opportunities are generally viewed as promising. Opportunities by functional market segments were identified and segregated into three levels (see table above). These are near-term (1 to 2 years) opportunities perceived as fruitful for development. Opportunities by specific customer groups were also analyzed. SPD determined three major categories of customer opportunities—strategic, existing, and potential (prospects). Strategies (following pages) based upon combining functional and customer opportunities show how to capitalize on these opportunities.

OUTREACH THREATS. Promising opportunities within our SPD area of operations must be weighed against threats—both real and perceived. We see several levels of threats to a successful SPD business environment. At the highest level of concern are competition from other agencies, eroding technical capabilities, the Thomas Amendment, cost of doing business, loss of congressional support, and the reluctance to seek out-of-district talent to share work. Closely following this group is a second level of threats—inability to restructure, reluctance to district load sharing, budget and FTE reductions, anti-body-shopping mentality, and lack of outreach seed money. A third collection of threats was also recognized—SPD's past performance history of poor execution, trying to be everything to everybody, and engineering support and administrative (ESA) costs and their effect on B/C ratios.

PROGRAM DEVELOPMENT

Strategy #1 — Forge Partnerships with Strategic Customers to Become Their “Preferred Provider”

The South Pacific Division will meet with its 8 strategic customers during FY98. We will listen to our customers’ needs, issues and concerns, and begin to build long-term business relationships with them. Our customer account managers and associated customer account teams will work to enhance and expand Corps services in order to meet our strategic customers’ current and future needs--and our SPD outreach goal. SPD will target growth in installation support activities and SFO/WFO customer services, and will exploit underdeveloped CW program opportunities. We become the customers’ preferred provider of engineering products and services by seeking to partner with them to meet their challenges or execute their missions.

SOUTH PACIFIC DIVISION STRATEGIC CUSTOMER MATRIX

Customer	Account Manager	Account Team	Executive Sponsor
Bureau of Prisons	George Murakami (SPL)	George Siller (SPK), Jack Davies (SPL), Monique Ostermann (SPA)	Commander, SPL
Environmental Protection Agency Region IX	John Davidson (SPD)	Paul Appodoca (SPL), Nicole Gauthier (SPK), Cheryl Buckle (SPA), Geoff Chatfield (SPN)	Commander, SPN
Immigration and Naturalization Service	Pete Doles (SPA)	Dale Bulick (SPL), Al Hernandez (SPK)	John Davidson (SPD)
CALFED	Walter Yep (SPK)	Billy Fakes (SPK), Teresa Pacheco (SPK), Geoff Chatfield (SPN), Dan Young (SPL), Todd Snow (SPD)	Commander, SPD, Carl Enson (SPD)
The Reclamation Board State of California	Mike Nolan (SPK)	Herb Cheong (SPN), Paul Dobie (SPD), Chuck Workman (SPL)	Carl Enson (SPD)
Navajo Nations	Joe Dixon(SPL)	Clark Frentzen (SPD), Jim White (SPA)	Bob Joe (SPL)
Army MACOMS	Ed Ballesteros (SPD)	TBD pending national account management designations	Jim Wharry (SPD)
Air Force MAJCOMS	Brad Green (SPA-ACC), Kent Heyne (SPA-AFMC), Ed Ballesteros (SPD)	TBD pending national account management designations	Jim Wharry (SPD)
Bay Area DPW	Tony Mei	TBD - This is a subaccount to	Commander,

SOUTH PACIFIC DIVISION STRATEGIC CUSTOMER MATRIX			
Support Center	(SPD)	Army MACOM and AF MAJCOM	SPD

PROGRAM DEVELOPMENT

Strategy #2 — Cultivate and Grow Opportunities with Existing Customers
<p><i>The South Pacific Division will seek to increase the market share of its 9 priority existing customers workload during FY98. Our customer advocates will interact more with their customers to learn about their organizational requirements and structure. Through this frequent interaction, we will build not only trust and understanding—but real opportunities to help. It will show that we understand our customers' concerns and allow them to understand how to more fully use Corps capabilities to their benefit. Our techniques for expanding our market share will be twofold. First, broaden our product and services to our regional federal community base (SFO). Second, expand our support to military customers—NGB and USMC commands.</i></p>

SOUTH PACIFIC DIVISION PRIORITY EXISTING CUSTOMERS MATRIX			
Customer	Office Location	Customer Advocate	Executive Sponsor
Bureau of Land Management	Various	Kelly Ryan (SPL-Az), Debbie Castens (SPL-Ca), Dave Reynolds (SPK)	John Davidson (SPD)
USMC Commands	Various	Dave Taylor (SPL), Nicole Gauthier (SPK)	John Keever (SPL)
U.S. Forest Service	Various	Harvey Jones (SPK), George Murakami (SPL), Roger Golden (SPN), John Davidson (SPD)	Carl Enson (SPD)
Bureau of Indian Affairs	Various	Dale Bulick (SPL), Patti Johnson (SPK)	Rob Vining (SPD)
International Boundary and Water Commission	Various	Ted Gula (SPL), Kris Schafer (SPA)	Bob Joe (SPL)
U.S. Coast Guard	Various	Eric Bluhm (SPN), Dave Taylor (SPL), Bill Casale (SPK)	John Davidson (SPD)

<p style="text-align: center;">SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX</p>			
Housing and Urban Development	Various	John Keever (SPL), Herb Cheong (SPN), Nicole Gauthier (SPK)	John Davidson (SPD)
National Guard Bureau	Various	John Keever (SPL), Mike Guerin (SPA), Nicole Gauthier (SPK)	Bob Meehan (SPA)
Veterans Administration	Various	Tawny Tran (SPL), Nicole Gauthier (SPK)	Jack Farless (SPD)

PROGRAM DEVELOPMENT

Strategy #3 — Seek and Pursue Opportunities with Prospects

*During FY98, South Pacific Division's **customer advocates** will establish business relationships with **8 priority prospects**. Our customer advocates will use a wide array of techniques to establish rapport with prospects. These include leveraging relationships developed by Corps organizations outside our area, tapping into the wealth of SPD internal leads, and utilizing our network of SPD senior leaders. Customer advocates will develop sufficient customer information (customer account plans) for contacting potential customers.*

SOUTH PACIFIC DIVISION PRIORITY PROSPECTS MATRIX

Customer	Office Location	Customer Advocate	Executive Sponsor
U.S. Postal Service	TBD	John Neumyer (SPK), John Keever (SPL)	Mike Grebinski (SPD)
Abandoned Mines	TBD	Mark Cowan (SPK), Mark Zimny (SPK), Jerry Fuentes (SPK)	Brian Doyle (SPK)
State National Guard Bureaus	TBD	Cheryl Buckel (SPA-NM), John Keever (SPL-Ca, Az, Nev), Nicole Gauthier (SPK)	Gary Gamel (SPA)
Federal Highway Administration	TBD	Jatin Desai (SPL), Nicole Gauthier (SPK)	John Davidson (SPD)
National Resource Conservation Service	TBD	Harvey Jones (SPK), Dale Gronewold (SPA)	Commander, SPD
Mexico National Account	TBD	Sheri Bone (SPK), Nicole Gauthier (SPK), Kelly Ryan (SPL), Kris Schafer (SPA)	Commander, SPD
Department of Energy-Albuquerque	TBD	John Keever (SPL), Bill McCollam (SPA), Nicole Gauthier (SPK)	Bill Dawson (SPD)
National Park Service	TBD	Eric Bluhm (SPN)	John Davidson (SPD)

PROGRAM DEVELOPMENT

Strategy #4 — Establish SPD Internal Customer Outreach Process and Procedures

Four key internal outreach actions must be implemented before any successful customer business relationship building—and South Pacific Division workload return—can be achieved.

SPD Internal Outreach Action #1 — ESTABLISH AND RESOURCE THE SPD CUSTOMER OUTREACH TEAM. We must work to be more customer focused by embracing the following outreach upgrades:

- ◆ Fund a full-time, empowered SPD customer outreach manager to:
 - ✓ Guide and coordinate the SPD customer outreach program and team.
 - ✓ Communicate with national and regional outreach representatives.
 - ✓ Inform and report to SPD Resources Management Board.
 - ✓ Develop business relationships with customers; assist account teams.
 - ✓ Establish SPD customer outreach plan as roadmap to goals; revise as needed.
- ◆ Recognize and resource the SPD outreach team:
 - ✓ John Davidson (SPD)
 - ✓ Brian Doyle (SPK)
 - ✓ Dave Taylor (SPL)
 - ✓ Gary Gamel (SPA)
 - ✓ Eric Bluhm (SPN)
- ◆ Fund customer account team research, activities, and customer interview visits.

SPD Internal Outreach Action #2 — OBTAIN COMMITMENT AND SUPPORT OF SENIOR STAFF AND LEADERSHIP. In order to be successful, outreach efforts must have the support of division and district command-level management, senior staff, and middle management. This will ensure that outreach efforts are encouraged as part of the business operating climate and resource issues are resolved. The following actions will ensure a fully successful outreach program:

- ◆ Participate as customer account executive sponsors.
- ◆ Use the senior-level network to develop relationships with targeted customers.
- ◆ Allow outreach activities to be conducted.
- ◆ Use PRB as a forum for customer outreach development.
- ◆ Promote customer outreach concepts at HQUSACE.
- ◆ Use customer outreach as performance objectives.

PROGRAM DEVELOPMENT

SPD Internal Outreach Action #3 — DEVELOP AND USE CONSISTENT CUSTOMER ACCOUNT TEAM TOOLS AND TECHNIQUES. The following are some of these tools:

- ◆ Customer account plans
- ◆ SPD customer outreach materials
- ◆ Consistent and communicated roles and responsibilities

SPD Internal Outreach Action #4 — PROVIDE OUTREACH SKILLS TRAINING. We recognize the wide variation in customer outreach skills and experience that exists throughout our SPD area of operations. Customer outreach success can be reached through a direct effort to achieve a consistent baseline of business and communication skills. Every member of SPD has a role. Functional managers, project managers, and other professionals are considered primary outreach implementers. The following training must be provided to facilitate outreach activities:

- ◆ Business development training
- ◆ Customer outreach training
- ◆ Telephone etiquette and efficiency training
- ◆ Communication, interpersonal, and teamwork skills

Next Steps !

- _ February-March 1998 — Review and approve SPD Customer Outreach Plan; select customer account managers and teams.
- _ April-June 1998 — Prepare for and attend business development training; prepare data for customer account plans.
- _ July-August 1998 — Conduct customer account plan preparation workdays; complete customer account plans.
- _ September 1998 — Prepare for and conduct customer contacts.

APPENDIX A —

OUTREACH PROGRAM DEFINITIONS

Regional Customer Account — A customer who has past, current, or potential project activities in more than one SPD district area of operations. For a non-DOD customer, a regional account is normally linked to the customer's regional office and geographical area. In this case, representatives from all servicing districts outside SPD will be involved in formulating the strategic customer account plan. For many DOD customers, national or regional accounts are being established by HQUSACE.

Regional Customer Account Plan — A regional customer account plan defines the steps and tools to be used in developing a lasting business relationship with the customer. The customer account plan is assembled by the customer account team. This plan may include goals and objectives for that customer, customer profiles, competitive environment analysis, issues-features-benefit-proof analysis, and other tools.

Regional Customer Account Team — The regional customer account team is a forum for developing customer relationships. The team's primary task is to develop and implement the customer account plan. The team facilitates the implementation of the customer account plan through communication, marketing, and technical strategies. Typically, team members are individuals who have knowledge of the customer, have built some relationships with the customer, or have a vested interest in the customer.

Regional Customer Account Team Executive Sponsor — The executive sponsor is a senior Corps representative who provides executive level support for the customer and the team--as appropriate. This individual is particularly important when dealing with the customer's senior level executives. An executive sponsor helps alleviate protocol-oriented concerns. The executive sponsor should contact the identified customer's senior agent to build a strong relationship and then share the results of contacts.

Regional Customer Account Team Manager — The team manager is responsible for developing and implementing the regional customer account plan; coordinates outreach activities that are designed to achieve better customer relations. He or she works with members of the division-selected customer account team to develop the customer account plan. This individual is the primary "gateway" in providing Corps services. The person acts as a consultant to the customer and a strategist for the Corps. This is a corporately minded, knowledgeable individual who is a passionate advocate for the customer. The customer account manager can be "multihatted" and does not necessarily have to be a project manager.

Regional Customer Advocate — An individual who is the customer's ombudsman. The customer advocate engages customers to determine their interests and issues. The customer advocate is a clearinghouse for existing and prospect customer data. A customer advocate differs from a customer account team manager in that a customer advocate does not have a customer account team.

APPENDIX A —

OUTREACH PROGRAM DEFINITIONS

Installation Support Program — USACE-performed reimbursable work funded by U.S. military installations. Installation support program work is separate from congressionally appropriated military construction funds.

National Account Manager — This individual resides at HQUSACE or within an MSC and is an *advocate* who ensures that regional account plans succeed. This individual engages the customer at the national level, typically at the customer's national headquarters.

USACE Customer Outreach Program — A USACE program designed to determine the needs of the customer and move USACE to meet the needs of the customer.

SPD Customer Outreach Team — The SPD customer outreach team is comprised of representatives from SPD and SPD districts.

Strategic Customer Accounts — These accounts are based on strong relationships and must be managed carefully. Strategic customer accounts are extremely important to achieving organizational goals and constitute the majority of your revenue.

Support-for-Others Program — USACE-performed work funded by non-DOD federal agencies, state/ local governments, nongovernment organizations, and U.S. private sector.

Tactical Opportunity — A customer inquiry or lead that presents itself to the Corps. In many cases, the USACE organization had little or no prior knowledge of this opportunity. Must be acted upon immediately.

Work-for-Others Program — USACE support of reimbursable services for U.S. Department of Defense agencies.

Zippering — This concept builds stronger relationships with a customer's key people. The approach matches Corps personnel with customer personnel (from senior executives to operating levels). This concept endorses ASA (CW) to Congress, HQ to HQ, MSC to Regional HQ, and Districts to Installations/Sites/State/Local relationship building.

APPENDIX B —

ABBREVIATIONS AND ACRONYMS

AAFES	Army and Air Force Exchange Service
AFCEE	Air Force Center for Environmental Excellence
AO	Area of Operations
A&E	Architectural and Engineering
ASA(CW)	Assistant Secretary of the Army, Civil Works
BCE	Base Civil Engineer
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BOP	Bureau of Prisons
BuREC	Bureau of Reclamation
CALFED	California-Federal Agencies
CW	Civil Works
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
DLA	Defense Logistics Agency
EM	Emergency Management
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FTE	full-time equivalent
FY	Fiscal Year
GSA	General Services Administration
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HTRW	hazardous toxic radiological waste
HUD	Housing and Urban Development
IRS	Internal Revenue System
ISP	installation support program
JOC	job order contracting
MAJCOM	Air Force Major Command
MACOM	Army Major Command
MILCON	Military Construction
MSC	major subordinate command
MOA	Memorandum of Agreement
NAVFACENGCOM	Naval Facilities Engineering Command
NASA	National Aeronautical and Space Administration
NOAA	National Oceanographic and Atmospheric Administration
NGB	National Guard Bureau
NRCS	National Resources Conservation Service

APPENDIX B —

ABBREVIATIONS AND ACRONYMS

O&M	Operations and Maintenance
PM	Project Manager
POC	Point of Contact
RD	Research and Development
RS	reimbursable services
SFO	Support for Others (non-DOD)
SLC	Senior Leadership Conference
SMI	Self Management Institute
SOP	standing operating procedure
SPD	U.S. Army Engineer Division—South Pacific
SPA	U.S. Army Engineer District—Albuquerque
SPK	U.S. Army Engineer District—Sacramento
SPL	U.S. Army Engineer District—Los Angeles
SPN	U.S. Army Engineer District—San Francisco
USFWS	United States Fish and Wildlife Service
USGS	United States Geological Survey
USMC	United States Marine Corps
USMS	United States Marshals Service
USN	United States Navy
VA	Veterans Affairs
WFO	Work for Others (DOD customers)

APPENDIX C —

CUSTOMER SELECTION PROCESS

This appendix describes the customer selection process used by participants in the 1997 SPD customer outreach workshop. Results of the selection process are found on the following pages.

◆ **Step 1: Determine Customer Base.** Pework by SPD personnel and SMI established a customer matrix that included all SPD current customers. This customer matrix was then reviewed and checked for accuracy during the 1997 SPD Customer Outreach Plan workshop.

◆ **Step 2: Customer Selection Criteria.** Pework by SPD personnel and SMI established five workbooks that were reviewed during the 1997 SPD Customer Outreach Plan Workshop. These workbooks provided the analysis used by participants for screening customers that possessed the highest potential. These criteria included:

- External Opportunities and Threats — Snapshot of the factors that indicate what opportunities are most fruitful; budget information provided.
- Strengths and Weaknesses — Internal SPD strengths that can provide a competitive advantage.
- Competitive Environment — Insights into how difficult it will be to expand work with customers who are using competitors' products and services.
- Market Areas and Product Lines — List of products, services, and competencies that provide insights into SPD capabilities that match customer needs.
- Customer Profiles — Customers working with the Corps in the region and nationwide that indicate a willingness to use SPD products and services.

◆ **Step 3: Select Existing and Potential (Prospects) Customers.** Using the customer matrix and their experience with the customer selection criteria, workshop participants identified which existing customers were candidates for work expansion and which customers were prospects. This resulted in two customer lists—existing and prospects.

◆ **Step 4: Screen for Strategic Customers.** Using the existing customer list, customers were then prioritized based upon their value to the SPD organization. These customers are called strategic customers and are seen on the following page.

◆ **Step 5: Prioritize Customer Tiers.** Using the customer criteria, participants then prioritized which customers ranked the highest within strategic, existing, and prospects. These results are seen on the following pages.

***APPENDIX C* — CUSTOMER SELECTION PROCESS**

The following is a list of strategic customers in SPD's area of responsibility. These customers are listed in priority order based on discussions at SPD's Marketing Workshop on 10-11 December 1997. Strategic customers are those organizations that are critical to SPD's success. They are organizations with strong relationships that must be managed carefully, are strategically important to achieving SPD goals, and constitute the majority of SPD's revenue.

SPD STRATEGIC CUSTOMERS

- _ BOP
- _ EPA IX
- _ INS
- _ CALFED
- _ CAL WATER RECLAMATION BOARD
- _ NAVAJO NATION
- _ ARMY MACOMS
- _ AIR FORCE MAJCOMS

APPENDIX C —

CUSTOMER SELECTION PROCESS

The following table depicts existing customers in SPD's area of responsibility. These customers are listed in priority order based on discussions at SPD's Customer Outreach Workshop on 10-11 December 1997. Existing customers are those organizations with whom SPD is currently doing business, but the relationships are not strategically important.

SPD EXISTING CUSTOMERS	VOTES ¹
1. Bureau of Land Management	6
2. USMC Commands	5
3. U.S. Forest Service	5
4. Bureau of Indian Affairs	5
5. International Boundary and Water Commission	4
6. U.S. Coast Guard	4
7. HUD	4
8. National Guard Bureau	3
9. CalRec Board	3
10. Veterans Administration	3
11. NASA	2
12. USFWS	2
13. NMFS	2
14. FDA	2
15. FEMA	2
16. FAA	1
17. Colorado Water	1
18. Colorado DNR	1
19. Defense Logistics Agency	1
20. DEA	1
21. Cal DWR	1
22. AAFES	1

¹ Votes are based on discussions at, and the number of personnel attending, the 10-11 December 1997 SPD Customer Outreach Workshop.

APPENDIX C — CUSTOMER SELECTION PROCESS

The following table depicts potential customers (prospects) in SPD's area of responsibility. These customers are listed in priority order based on discussions at SPD's Customer Outreach Workshop on 10-11 December 1998. Prospects are those organizations that are not doing business with SPD at this time, but can use SPD services sometime in the future.

POTENTIAL CUSTOMERS (PROSPECTS)	VOTES ¹
1. U.S. Postal Service	10
2. Office of Surface Mining	8
3. State NGBs	8
4. FHA	6
5. NRCS	6
6. U.S. Olympic Committee	6
7. DOE-Albuquerque	5
8. World Bank	5
9. Indian Health Service	5
10. Internal Revenue Service	2
11. Public Health Service	2
12. ATF	1
13. National Biological Service	1
14. NRCS-NM	1
15. NW Department of Corrections	1
16. Small Business Administration (SBA)	1
17. VA-National Cemetery System (NCS)	1
¹ Votes are based on discussions at, and the number of personnel attending, the 10-11 December 1997 SPD Customer Outreach Workshop.	